A case of success in higher education using the principles of Relational Coordination

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Theoretical framework

Resource Based View
(Barney, 1991)

Dynamic Capabilities
(Teece, Pisano y Shuen 1997)

Dynamic market → Changes required → Resource reconfiguration
Theoretical framework

DETECTION

Based in the environment to understand customer needs best than rest of competitors (Amit & Schoemaker, 1993).

ABSORPTION

Based on continuous improvement and strategies applied to the organization. The absorption, as the ability to recognize the value of “new”, assimilate the information and apply it to commercial ends (Cohen & Levinthal, 1990).

INTEGRATION

Based on formulating a strategy applied to employees. The capability to combine certain interaction patterns through the contribution, representation and interrelation (Okhuysen & Eisenhardt, 2002).

INNOVATION

Based on collecting data that impact on sales. To change the experiences to generate changes in strategy where the innovation is the main cause for development due to reconfiguration capabilities (Nonaka & Takeuchi 1999).
## Capabilities and indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal innovation</td>
<td>Cruz et al., (2009); Garzón, (2015); Vicente, et.al. (2015); Gallego, Medina &amp; De-Pablos-Heredero (2016)</td>
</tr>
<tr>
<td>Customer orientation</td>
<td>Cambra-Fierro, et.al. (2014), Gallego &amp; De-Pablos-Heredero (2017)</td>
</tr>
<tr>
<td>Competitive advantage</td>
<td>Porter (2007); (Valenzuela y Villegas., 2013); (Medina, 2013); Cambra-Fierro, et.al. (2014); De-Pablos-Heredero, García-Martínez &amp; Montes-Botella (2018)</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>Cambra-Fierro, et.al., (2014); Persson y Ryals (2014);</td>
</tr>
<tr>
<td>Sales force</td>
<td>Rodríguez, et.al. (2015)</td>
</tr>
<tr>
<td>Loyalty</td>
<td>Alcaide (2015); Setó (2003); Baptista y León (2013)</td>
</tr>
<tr>
<td>Use experience</td>
<td>Von Hippel (1986); Oliveira y Von Hippel (2011), Damm, De-Pablos-Heredero &amp; Rodríguez-Monroy (2013)</td>
</tr>
<tr>
<td>Increase of customers</td>
<td>Rodríguez, et.al. (2015)</td>
</tr>
</tbody>
</table>
The reasons to start

• MPLSAP was started in 2012-2013 as a response to market demands and employment crisis in Spain.

• Agreement between SAP and URJC.

• Main objective: train professionals in the knowledge, skills required by consultancy firms.

• Oriented to be employed as SAP business consultant.
The brand

59.400+
SAP employees worldwide

120
countries

25
industries

37
languages

75
offices

1.200+
Worldwide service partners
SAP Industry Solutions - Run, Grow and Transform

- Aerospace & Defense
- Automotive
- Banking
- Chemicals
- Consumer Products
- Defense and Security
- Engineering, Construction and Ops.
- Healthcare
- High Tech
- Higher Education
- Higher Education
- and Research
- Industrial Machinery
- and Components
- Insurance
- Life Sciences
- Media & Entertainment
- Mill Products
- Mining
- Oil and Gas
- Professional Services
- Public Sector
- Retail
- Telecommunications
- Transportation and Logistics
- Utilities
- Wholesale
- Distribution
The brand

42,100+ students

Degrees: 61
On line degrees: 9
Double degrees: 81
Masters: 76
Doctoral programs: 15
20% of international students
63% of returns globally involve SAP
SAP maintains the record for promoting the biggest data warehouse in the world.
1.100 million passangers flight with SAP technology.
SAP firms produce more than 65% TVs worldwide.
Firms operating with SAP distribute more than 50% of packages worldwide.
Firms operating with SAP manufacture more than 77,000 cars per year
SAP firms produce more than 72% of beer worldwide.
SAP customers represent an 85% of 100 highly ranked brands worldwide.
79% of 500 Global Fortune firms are SAP customers.
The way we build the program...
Lots of teamwork

"My model for business is The Beatles. They were four guys who kept each other's kind of negative tendencies in check. They balanced each other, and the total was greater than the sum of the parts. That's how I see business: Great things in business are never done by one person, they're done by a team of people."

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Lots of teamwork

https://www.youtube.com/watch?v=GU-UJMmRq44
First: Know the professional profile demanded

• Who can be trained?
• How long must the training be?
• Who are the employers?
• What are the main economic incentives?
We constantly work on employment trends
Employment in the industry of IT increased a 2.8% in Spain in 2016.

SAP Consultant 2nd best paid

16 applicants competed for each employment offer in the IT industry in 2016.

Europa will require more than 1 million IT experts in 2020.
## Professional orientation

<table>
<thead>
<tr>
<th>Empresa</th>
<th>PREVIS. DE CONTRATACIÓN</th>
<th>RETRIBUCIÓN</th>
<th>PERFIL DEMANDADO</th>
<th>ZONA GEOGRÁFICA</th>
<th>SECTORES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture</td>
<td>1.500</td>
<td>22.000 /30.000</td>
<td>Sin experiencia titulados, fundamentalmente ingenieros (Informáticos, Telecomunicación e Industrial), ADE, Económicas, Matemáticas, así como perfiles formados en el mundo digital. Con experiencia: Trayectoria en estrategia, ámbito digital, tecnología u operaciones</td>
<td>Madrid, Barcelona, Bilbao, Málaga, Sevilla, Valencia y Zaragoza</td>
<td>Servicios financieros, sanidad y sector público, energía, ‘utilities’ y recursos naturales, industria, consumo y distribución, comunicaciones, medios y tecnología.</td>
</tr>
<tr>
<td>EY</td>
<td>1.200</td>
<td>25.000</td>
<td>ADE, Económicas, Derecho, Informática, Telecomunicaciones, Industriales. También Actuarios, Químicos, Físicos, Biomedicina. Postgrados en Auditoría, Jurídicos, MBA y Sistemas de la Información</td>
<td>En las 14 oficinas presentes en España, con especial foco en Madrid, Barcelona, Bilbao y Sevilla.</td>
<td>Crecimiento en todas las líneas de servicio (auditoría, consultoría, fiscal y legal, y transacciones); potenciando especialmente los siguientes sectores: financiero, energía, telecomunicaciones, retail and consumer products ‘real estate’ e infraestructura y ‘life science’.</td>
</tr>
<tr>
<td>KPMG</td>
<td>1.000</td>
<td>25.000 /28.000</td>
<td>Grados en ADE, derecho, dobles titulaciones, Economía, Informática, Matemáticas, Estadística, Telecomunicaciones, entre otros.</td>
<td>16 oficinas en España más la oficina de Andorra. Los mayores volúmenes de contratación se concentran en Madrid y Barcelona seguidos de oficinas como Bilbao o Sevilla.</td>
<td>Financiero, energía y recursos naturales, distribución y consumo, automoción, telecomunicaciones, gobierno y sanidad, química,…</td>
</tr>
<tr>
<td>PwC</td>
<td>1.000</td>
<td>23.000 /30.000</td>
<td>ADE, Economía, Derecho, ADE+Derecho, Actuarial, Ingenieros Informáticos, de Telecomunicaciones, Industriales, de Caminos, Aeronáuticos y Matemáticos.</td>
<td>Todo el territorio nacional, con especial foco en Barcelona, Madrid, zona norte, Andalucía y Levante.</td>
<td>Auditoría, consultoría estratégica y de negocio y los servicios de asesoría fiscal y legal.</td>
</tr>
</tbody>
</table>

Nota adicional: las previsiones de contratación se refieren al total de incorporaciones previstas para el ejercicio 2014 / 2015. La distribución media es el bruto anual estimado para un candidato sin experiencia laboral o con una experiencia no superior a dos años. Fuente: elaboración propia a partir de los datos facilitados por las firmas.
Professional orientation

• TEAMWORK QUALITY
• LEADERSHIP
• VISION

https://www.youtube.com/watch?v=Xu25lUDJZgY

Fuente: Talent Search people
Professional orientation

POSSIBILITY TO WORK ANY INDUSTRY ANY TIME

Apple and SAP Partner to Revolutionize Work on iPhone® and iPad®

76% of global business transactions touch an SAP system

2.5M+ global community of SAP developers

98% of F500 are using iOS devices

For developers, a new SAP HANA Cloud Platform SDK for iOS will quickly build powerful, native apps for iPhone and iPad

SAP Academy for iOS will deliver tools and training for SAP’s vast developer community around the world

Powerful native iOS apps will bring innovative ways to manage critical business operations running on SAP

Learn more at sap.com/apple
We constantly communicate with employers
The program responds to expectations
Training pack I: Business processes

From business strategy to BPR

General vision of business processes

Value Management

Business processes in the logistic areas

Tools for data collection: analysis and process design in IT
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>TERP10</td>
<td>General Vision SAP ERP</td>
<td>32</td>
</tr>
<tr>
<td>TSD</td>
<td>Sales &amp; Distribution</td>
<td>120</td>
</tr>
<tr>
<td>SCM500</td>
<td>Processes in Procurement</td>
<td>30</td>
</tr>
<tr>
<td>CRM</td>
<td>Overview SAP Customer Relationship Management</td>
<td>18</td>
</tr>
<tr>
<td>BOW310 + BOW320</td>
<td>SAP Business Objects Interactive Analysis Report Design and Web Intelligence</td>
<td>18</td>
</tr>
<tr>
<td>BC400</td>
<td>ABAP Workbench Foundations</td>
<td>30</td>
</tr>
<tr>
<td>SAP LOGISTICS FOR HANA</td>
<td></td>
<td>30</td>
</tr>
</tbody>
</table>
Training pack II: SAP- Option purchases MM

TERP10 - General Vision SAP ERP - 32 hours

TMM - Material Management - 120 hours + 10 hours on-line + CERTIFICATION EXAM

SCM630 – Warehouse Management processes & configuration - 30 hours

SRM – Overview SAP Supplier Relationship Management – 18 hours

BOW310 + BOW320 - SAP Business Objects Interactive Analysis Report Design and Web Intelligence – 18 hours + CERTIFICATION EXAM

BC400- ABAP Workbench Foundations (30 hours)

SAP LOGISTICS FOR HANA (30 hours)
Lo que el cliente dijo que quería

Lo que entendió el director de proyectos

Cómo lo diseñó el analista

Cómo lo escribió el programador

Así lo describió el director de marketing

Así se documentó el proyecto

Esta fue la infraestructura utilizada

Así se le cobró al cliente

Este fue el apoyo técnico que recibió

Esto es lo que realmente necesitaba el cliente

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### Training pack III: Project management - PMBOK

<table>
<thead>
<tr>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to project management. PMBOK</td>
</tr>
<tr>
<td>Integration</td>
</tr>
<tr>
<td>Reach</td>
</tr>
<tr>
<td>Time management</td>
</tr>
<tr>
<td>Cost management. Return on investment</td>
</tr>
<tr>
<td>Quality management</td>
</tr>
<tr>
<td>Human Resources management</td>
</tr>
<tr>
<td>Communication management</td>
</tr>
<tr>
<td>Risk management</td>
</tr>
<tr>
<td>Contract’s management</td>
</tr>
</tbody>
</table>
Management of competences

**Differences between**

**BOSS** Vs. **LEADER**

- **Drives** employees
- Depends on **authority**
- Inspires **fear**
- Says “I”
- Places **blame** for the breakdown
- **Knows** how it’s done
- **Uses** people
- **Takes** credit
- **Commands**
- Says “**Go!**”

- **Coach**es employees
- Depends on **goodwill**
- Generates **enthusiasm**
- Says “**we**”
- **Fixes** the breakdown
- **Shows** how it’s done
- **Develops** people
- **Gives** credit
- **Asks**
- Says “**Let’s go!**”

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Training block IV: Competence management and personal development

Tools and techniques for establishing effective communication

Conflict resolution. Leadership

Negotiation techniques

Time management

Loyalty economies: Making customers be loyal. Making team be loyal
**Values**

Customer’s satisfaction (students and consultancy firms) and service quality is the main axis to organize the processes.

Desired levels of service quality can only be reached by stimulating a climate of open communication amongst all professionals, at all levels (managerial team, lecturers, consultancy firms and SAP) to reach a culture of trust oriented to a common goal.

Transparency, honesty and mutual respect amongst all the agents and quality in communication (frequent, timely, accurate and oriented to solve students’ and consultancy firms’ expectations).
Mission

To provide a training of quality oriented to satisfy the needs of high demanded professional profiles.

To assure returns and the continuing of the Master, by properly satisfying students, SAP a consultancy firm’s.
Vision

Be leader amongst the educational supply in logistic processes’ management with SAP

To be the best training program at Universities in this field.
### STRATEGIC OBJECTIVES

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>INDICATORS</th>
<th>GOALS (in 4 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of students (first year there were 20 students).</td>
<td>Number of application forms</td>
<td>40 students</td>
</tr>
<tr>
<td>Increase customers’ satisfaction</td>
<td>Degree of satisfaction in the students enrolled in the Master</td>
<td>100%</td>
</tr>
<tr>
<td>Help the customer reach the work experience</td>
<td>Number of students working at consultancy firms after finishing the Master</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Number of students with work contract in the second year once finished the Master</td>
<td></td>
</tr>
<tr>
<td>Increase loyalty</td>
<td>Number of students that maintain contact and permanent collaboration with the Master</td>
<td>An increase of 50%</td>
</tr>
<tr>
<td></td>
<td>Number of lecturers that keep in the master</td>
<td>An increase of 90%</td>
</tr>
<tr>
<td></td>
<td>Number of firms that maintain collaboration with the Master</td>
<td>An increase of 20%</td>
</tr>
<tr>
<td>Implement an efficient process for communicating the training options</td>
<td>Number of attendants to the information sessions organized in April, June and September each year</td>
<td>An increase of 30%</td>
</tr>
<tr>
<td></td>
<td>Number of attendants to the seminar in strategic technological consultancy</td>
<td>An increase of 30%</td>
</tr>
<tr>
<td>Improve the service quality</td>
<td>Satisfaction surveys from students</td>
<td>None &lt; 4</td>
</tr>
<tr>
<td></td>
<td>Meetings with collaborators</td>
<td>0 claims</td>
</tr>
<tr>
<td>Develop a process of new products</td>
<td>Percentage of returns for new products</td>
<td>5% of annual turnover</td>
</tr>
<tr>
<td>Improve human resources management</td>
<td>Results from employees’ survey</td>
<td>No area &lt; 60%</td>
</tr>
<tr>
<td></td>
<td>Absenteeism</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Participation</td>
<td>80% of employees</td>
</tr>
<tr>
<td></td>
<td>Number of hours dedicated to the communication with lecturers and collaborators</td>
<td>Increase of 50%</td>
</tr>
</tbody>
</table>
Communication plan

- Weekly meetings with director and students
- Monthly meetings with the Quality Assurance Committee
- Annual meeting of Quality Assurance Committee to revise objectives and evaluate the fulfillment of the plans.
- Monthly meetings with lecturers and coordinators
- Monthly meetings of Directors with lecturers
- Written communications amongst all stakeholders
Deliveries

- Master Degree in the management of logistic processes

- Certification SAP consultant in SCM Processes Sales and Distribution or SCM Purchases and Materials.

- Certification as consultant SAP in Business Objects Web Intelligence.

- Accreditation in the training hours required for the Project Management Institute (PMI), to get the certification for Project Management Professional (PMP).

- Free access to training SAP Learning Hub web place during one year
Evaluation

Discussions in monthly meetings
Feedback from students
Constant communication lecturer-coordination

Satisfaction survey:

Lecturer explains with clarity
The time for classes is OK
Lecturer presents a proper knowledge in the field
Lecturer does an effort to attract student’s attention
Lecturer responds on time to questions
In general, I am satisfied with the labor done by the lecturer
Lectures high qualified and involved

Certified students

Learning Hub App

Additional training in Supply Chain, Project management and management of competences

Mass customized feedback and control for each student

Employment

Orientation to professional path careers
Dynamic adaptation (constant innovation):

- 2nd edition included the certification in Business Objects (BO) to respond to an increase in the work profiles demanded.

- 3rd edition allowed, as a consequence in the increase in number of students, to offer a group certified in SD (sales), and another one certified in MM (purchases).

- In this same edition, an annual subscription to online SAP Learning Hub was included so that students could keep training in SAP once they have finished the Master.

- In 4th edition a specific training in ABAP program was included. A hybrid consultant has more chances to find work and to improve path career.

- 5th edition SAP HANA training and transversal competencies training were included to promote the development of skills that allow students reach better professional growth.

- 6th Edition students count on with SAP Hybris training. At an increasing digitalized environment, it is important to train students in ecommerce solutions.
SAP Master Program

SAP Education is pleased to certify

Universidad Rey Juan Carlos

as **Gold Partner** 2016

SAP Education
Essential for Success.

Juan Pedro García
Education Head SAP España

João Paulo da Silva
Director General de SAP España

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Lecturers / professors

Dedication
Effort
Vocation
Innovation
Continuous training
Teamwork
VALUE ADDED: EMPLOYABILITY
Partners (CSF)

Selection of the best

Cooperation to define contents, capabilities and more demanded profiles each time...

Active collaboration in the program
STUDENTS SATISFACTION
I Promotion MPLSAP

II Promotion MPLSAP
V Promoción MPLSAP
VI Promotion MPLSAP
THANKS!

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